



Online Business Practices for Video-Based Learning in Discovery English Academy

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ABSTRACT

This business plan aims to analyze the business performance of online video-based learning of Discovery English Academy, to find out the comparison of business performance with the business plan of online video-based learning of Discovery English Academy, and to know the implementation of marketing strategies and production aspects in online video-based learning Discovery English Academy. In the implementing process of the online video-based learning Discovery English Academy⁶, it was found that there were two main problems when launching the online video-based learning product of Discovery English Academy, including; promotion issues, and also selling price issues. In implementing this business practice, Discovery English Academy uses the Digital Channel Revolution marketing strategy, Integrated Marketing Communication (IMC), Brand Awareness, as well as Pull and Push Marketing Strategy to overcome promotional problems. In addition to the problem of selling prices, Discovery English Academy uses a Discount Strategy using a promo code. From the implementation of its business practice, it can be concluded that the optimization of multiple social media channels and also the initial cost determination are the two most essential aspects in carrying out the Discovery English Academy's online video-based learning business practice.

Keywords: *Brand Awareness, Integrated Marketing Communication (IMC), Pull And Push Marketing Strategy*

INTRODUCTION

In international communication, language plays a crucial role. In schools, students utilize all components of the English language—listening, reading, writing, and speaking—to express their ideas. An important aspect of learning is the teaching method used to facilitate the language acquisition process. Ahmadi (2018), Gençler (2015), and Tomlinson (2009) agree that computer-based activities can provide quick learning information and appropriate materials for students. They also suggest that materials from the internet can motivate students to explore additional information.

The use of technology has significant potential to transform existing language teaching methods. Pourhosein Gilakjani & Banou Sabouri (2013) state that students can control their learning process and access vast amounts of information that teachers cannot manage through technology.

Technology's impact on teaching has led to the rise of online learning. Kukulska-Hulme & Viberg (2018) highlight several advantages of Mobile Collaborative Language Learning (MCLL), including flexible access, adaptable materials based on student needs, active student participation, and self-evaluation. They also argue that MCLL can increase learning motivation, student engagement, and reduce nervousness and shyness in expressing opinions.

The benefits of technology in the learning process were notably evident during the COVID-19 outbreak. The pandemic forced educational institutions worldwide to suspend face-to-face operations, prompting them to invest heavily in online learning. According to Keis et al. (2017), online learning systems are web-based courses that use the internet to distribute, track, and organize lessons.

Mukhtar et al. (2020) identified several advantages and disadvantages of online learning. The benefits include enabling distance learning, providing flexible and comfortable access to education. However, despite promoting active student-centered learning and proving effective during lockdowns, online learning has drawbacks, such as maintaining academic integrity, reduced student discipline, and challenges with two-way communication. Mukhtar et al. (2020) recommend enhancing interactive communication between teachers and students and consistently reviewing the learning process.

Hiranrithikorn (2019) also found that online learning programs are essential in higher education. Some advantages include more affordable tuition, flexible access to learning materials, and reaching a larger audience. However, Hiranrithikorn (2019) also notes the disadvantages, such as low success rates, numerous distractions for students, and lack of interaction in online learning.

This research aims to evaluate the online business performance of Discovery English Academy's video-based learning program. It seeks to assess the effectiveness of Discovery's online business model, including its digital marketing strategy, Integrated Marketing Communication (IMC) strategy, push and pull

marketing tactics, and cost leadership strategy in the context of their video-based learning business.

LITERATURE REVIEW

The Application of Design Thinking Process (Empathize, Define, Ideate)

In determining which courses to create, Discovery English Academy implemented two main strategies: the first is through the poll feature on Instagram, and the second is by conducting webinars to engage the audience with the academy.

Based on the results from Instagram polls, Discovery English Academy gains insight into the main challenges the audience faces in learning English. These polls are conducted before the product management team develops new courses, helping to prioritize which products should be launched. Additionally, Discovery English Academy holds webinars once a month to raise awareness of the academy's existence and to better understand the common issues the audience faces in learning English.

Prototype and Test

After the problem identification process was completed, the product management team began compiling the learning syllabus and developing scriptwriting scenarios for the video production process. The videos are produced in a soundproof co-working space studio to maximize both video and audio quality, supporting the independent learning process.

The creation of the learning videos does not end with production; it continues into the post-production stage, which involves the editing process. This stage combines the video and audio recordings with the presentation slides that were previously recorded by the mentor during the production process.

The Results of Operational Aspects Implementation

From August to October 2021, Discovery English Academy launched four products on its learning platform, as follows:

1. Basic English Conversation: 77 students
2. TOEFL Structure and Written Expressions: 55 students
3. IELTS Reading Strategy: 37 students
4. English for Business Presentation: 73 students

However, the product launch fell short of the expectations set earlier due to several challenges. The implementation of the Community Activity Restriction Regulations (PPKM) from early July to mid-August 2021, along with the high number of COVID-19 cases during the third quarter, led to several mentors and staff contracting the virus. This resulted in them having to self-isolate, preventing their participation in the production process.

The Comparison of Operational Aspects Planning and Realization

There are some differences between the planning and realization of the operational aspects in the implementation of Discovery English Academy's business practices. Initially, Discovery English Academy targeted the launch of 11 products. However, this could not be achieved due to the impact of the Community Activity Restrictions (PPKM) on the production process. Out of the 11 targeted products, only 4 were successfully launched during the inaugural launch of Discovery English Academy. These products include: Basic English Conversation, TOEFL Structure and Written Expressions, IELTS Reading Strategy, and English for Business Presentation.

RESEARCH METHODOLOGY

This research is descriptive in nature, using a qualitative approach with a phenomenological method to describe events occurring in online business practices, specifically at Discovery English Academy. According to Silalahi (2017), descriptive research aims to carefully describe the characteristics or issues being studied. This study aims to identify problems and solutions in online business practices for video-based learning at Discovery English Academy. As Sugiyono (2019) explains, quantitative research methods are scientific approaches used to gather data for specific purposes and objectives. The data collected comes from problem identification, observation, and analysis of problem-solving strategies.

RESULT AND DISCUSSION

Based on the data obtained from the business implementation process at Discovery English Academy over three months, from August 2021 to October 2021, there were issues related to marketing and the introduction of the brand and product, including:

The Low Effectiveness of Instagram Social Media Platform Promotion

Although Discovery English Academy has 13.6 thousand followers, promoting a brand or product through just one social media platform will not yield maximum results. Most audiences tend to ignore ads that are mixed with organic content produced by Discovery English Academy, leading to a suboptimal conversion rate from Instagram audiences.

The Price Offered that are Too Expensive

At the beginning of Discovery English Academy, the audience was unable to experience the features available on the platform. As a result, they felt that the price offered did not align with the benefits they received. The audience believed that learning English through video lessons could be accomplished with YouTube

or TikTok short videos, leading them to hesitate in investing their money in learning platforms like Discovery English Academy.

The Solution for Promotional Problem

The use of promotional strategies through Instagram social media for Discovery English Academy's business practice has proven to be less effective and efficient. This is due to the stagnation in the number of Instagram users and the growing disinterest among the audience in the microblog content frequently appearing in their feeds. This decline in engagement on Instagram further reflects this issue.

Theory Overview of Promotional Problems

Digital Channel Revolution and Integrated Marketing Communication Theory

The changes occurring in the digital era have drastically evolved distribution strategies. Kotler and Keller (2016) state that both individual and business consumers are increasingly comfortable with online shopping through smartphones, prompting the need to adjust or replace previous distribution channel strategies.

Successful companies in today's era utilize multichannel marketing to convey their values to consumers. Kotler and Keller (2016) define multichannel marketing as a marketing approach that uses multiple channels to reach segmented consumers in a market. They also define integrated marketing communication as a system where sales strategies and tactics through one channel reflect those through one or more other channels. By adding multiple marketing channels, companies can gain three key benefits:

1. Increased market reach: Consumers can make purchases not only from one location but also through different channels, boosting company profits.
2. Lower marketing costs: Online media allows for reduced marketing expenses, and marketing communication via online channels is easier to quantify compared to traditional personal marketing.
3. Sales adjustments: Companies can easily adjust their sales strategies by adding salesforce to handle more complex products.

Brand Awareness Theory

Rankuti (2004) states that brand awareness reflects a consumer's ability to recognize a brand as part of a specific product category. Brand awareness has several levels, ranging from the lowest level, where consumers are unaware of a brand's existence, to the highest level, where a brand is always remembered as "Top of Mind." The following description outlines the levels of brand awareness, from the lowest to the highest:

1. Unaware of Brand: This is the lowest level of brand awareness, where consumers are not yet aware of a brand.
2. Brand Recognition: This is the minimum level of brand awareness, where a brand is recognized after being prompted by assistance or aided recall.
3. Brand Recall: This stage involves consumers recalling a brand without any external aid or prompting.
4. Top of Mind: This is the final stage, where a brand comes to consumers' minds when they think of a specific product.

Pull and Push Marketing Strategy

Kotler, P., & Keller (2016) stated that channel selection influences marketing decisions. Furthermore, marketing channel selection decisions also impact the company's long-term commitment to designing policies and procedures. The selection of marketing channels depends on the company's marketing strategy related to segmentation, targeting, and market positioning. When managing intermediary channels, a company must determine how to implement both push and pull marketing strategies.

1. Push Strategy

This marketing strategy focuses on utilizing the company's sales force and promotional expenses to promote and sell to consumers. It is suitable when consumer loyalty to a brand is low, the products are impulse-driven, and their benefits are easily understood by consumers.

2. Pull Strategy

In contrast to the push strategy, this approach emphasizes advertising, promotions, and other forms of information delivery to consumers to generate demand for a product or service. This strategy is ideal for companies with high brand loyalty, where consumers can distinguish the value offered by the company compared to its competitors.

The Solution of Promotion Problem

The Implementation of Digital Channel Revolution and Integrated Marketing Communication

To showcase the values and benefits of Discover English Academy's products, the team is optimizing various social media channels aligned with the target market, particularly Instagram. Discovery English Academy uses Instagram to introduce and maintain relationships with its audience by creating content closely related to common English language issues faced by the audience. The content is presented as carousels (images that can be swiped), which sparks curiosity and encourages users to explore the posts further. These posts are designed to engage the audience and lead them to the final slide—a Call to Action

(CTA)—directing them to the academy's learning platform. This marketing strategy has proven effective, as data shows a notable increase in Instagram followers, growing from 10,800 to 13,400. These followers are organic and represent potential buyers of Discovery English Academy's products. To attract even more attention, Discovery English Academy collaborates with high-followed accounts like @jktinfo, with 2.6 million followers primarily from Jakarta, and @ugmCantik, with 220,000 followers mostly from students in Yogyakarta. This collaboration has led to an exponential increase in followers in a short time. Furthermore, the academy has teamed up with educational influencer Dianty Annisa (@diantyy.a), an active student at Gadjah Mada University who has more than 500,000 followers. When Dianty shared her positive learning experience at Discovery English Academy, the academy experienced a significant increase in both followers and sales.

Tiktok Channel Optimization

Since Instagram is not considered effective enough to reach a wider audience, Discovery English Academy has also adopted the ongoing trend of using TikTok. In its implementation, TikTok has proven to be a great medium for introducing Discovery English Academy to new audiences. TikTok stands out as the best social media platform because its algorithm works through a "For You" page (FYP), where 90% of users encounter content from accounts they don't follow, based on the Explore page. As a result, content with high value is more likely to be followed by TikTok audiences.

The growing trend of short-form videos has also made TikTok particularly appealing to Gen-Z users, who spend 2 to 3 times more screen time on TikTok than on Instagram. This trend has contributed to the significant growth in Discovery English Academy's TikTok followers, rising from 326,600 to 535,000.

Youtube Channel Optimization

Although YouTube is the slowest-growing social media channel, it still provides brand credibility. Audiences are seeking out Discovery English Academy across various platforms, one of which is YouTube.

The rise of short-form video content, which is more popular among Gen-Z, has led to a decline in YouTube's growth, making it the slowest-growing social media platform. When Discovery English Academy first launched, it had 598 subscribers on YouTube. However, compared to its other social media accounts, YouTube gained only 383 new subscribers, bringing the total to 980. Due to the minimal growth of this platform, the use of YouTube as a marketing channel has been deemed ineffective, and as a result, Discovery English Academy has reduced its content creation on this platform.

LinkedIn and Google Business Optimization

Due to the limited effectiveness of YouTube in growing its social media presence, Discovery English Academy has turned to other platforms like LinkedIn and Google Business. LinkedIn was chosen because its audience primarily consists of job seekers who need training to enhance their English skills. Although growth on LinkedIn may not be as rapid as platforms like Instagram and TikTok, it offers a targeted audience that needs to improve their English to compete with other candidates in the job market. In addition to LinkedIn, Discovery English Academy also uses Google Business to reach a broader audience. Google Business helps make the Academy more discoverable on Google search results. To build trust with the audience, Discovery English Academy regularly uploads photos showcasing its activities.

By optimizing all its social media channels, including Instagram, TikTok, YouTube, LinkedIn, and Google Business, Discovery English Academy has successfully increased traffic, engagement, and shifted the audience's perception from being unaware of the brand to keeping it top of mind. As a result, when Discovery English Academy launches a new product in video-based learning, its audience is more likely to make a purchase. After successfully directing the audience from Discovery English Academy's social media accounts to its learning platform and having them register as members, audience data is recorded and analyzed. This data helps determine how many users have registered and purchased products, as well as how many have registered but not yet made any purchases.

The Solutions to Pricing Strategies

Promo Discount Code Implementation

At the launch of the Discovery English Academy learning platform, the company faced challenges in selling its products, as Discovery English Academy was a new brand in the online learning platform market. Moreover, there were many competitors offering similar products at lower prices, which led the audience to be more attracted to the cheaper options without considering the quality of the learning materials.

To address this issue, Discovery English Academy has been actively engaging with the audience through various social media platforms, highlighting the features of the learning platform. This way, the audience can learn about the benefits they would gain by joining the platform. Additionally, to boost conversion rates from audience members to students, Discovery English Academy offers significant discounts through promo codes, which are promoted across several of the academy's social media channels.

As a digital product, Discovery English Academy does not incur high production costs. Therefore, the large discounts are seen as a strategy to increase

the conversion rate of followers and subscribers into students or clients.

The Result of New Strategy Implementation

Following the implementation of new marketing strategies and adjustments to selling prices, from the launch of the online video-based learning platform, Discovery English Academy, on August 2nd, 2021, until October 31st, 2021, a total of 278 students became members of the platform. The trend details are as follows:

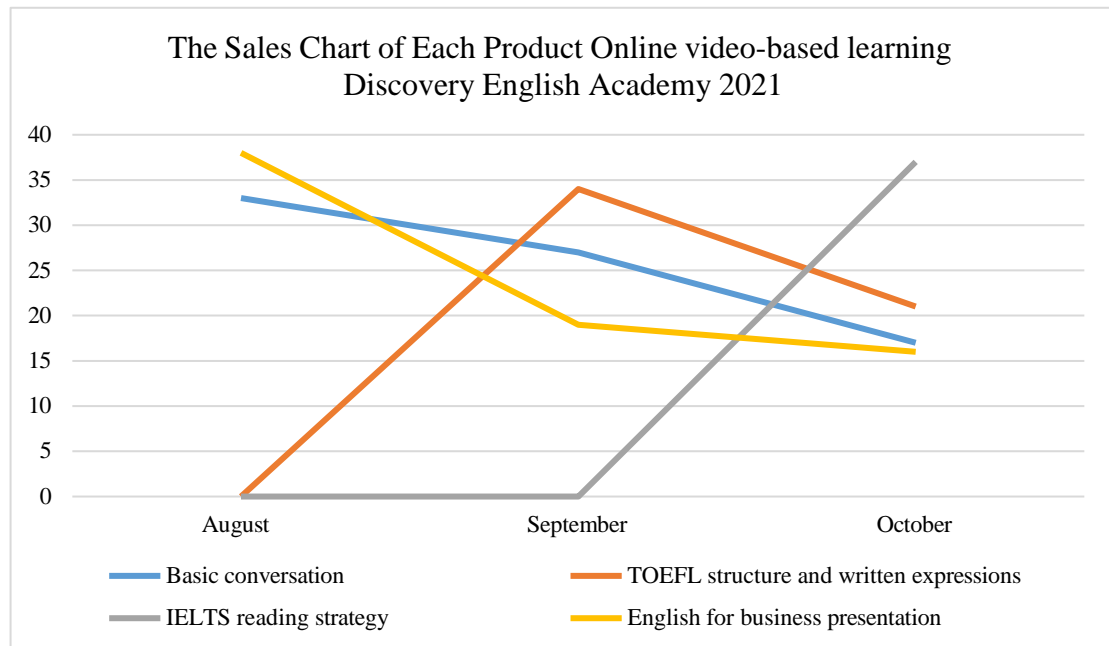


Figure 1. The Sales Chart for Each Product
Source: Processed Data by Researcher

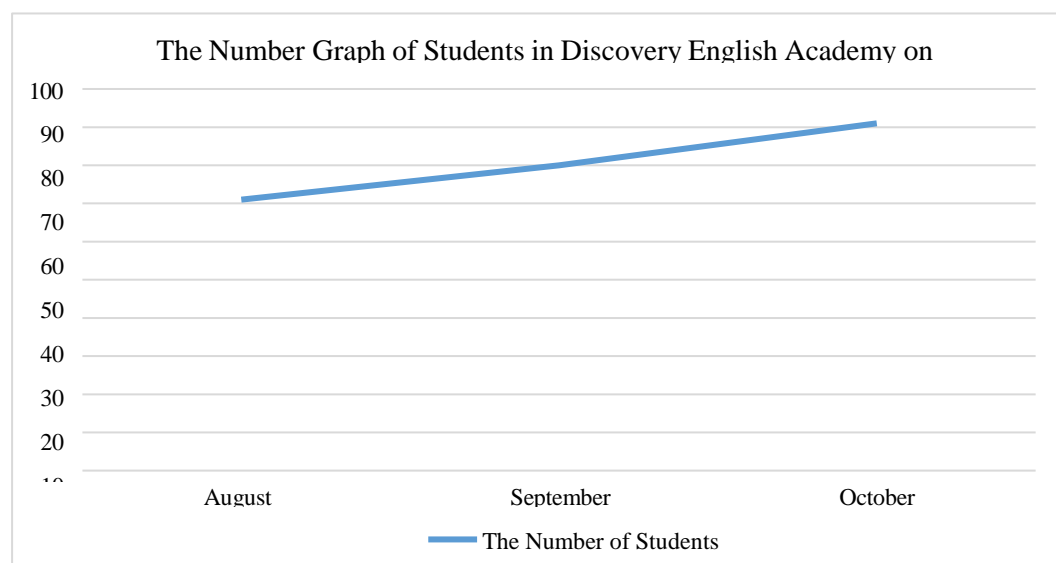


Figure 2. The Graph Number of students
Source: Processed Data by Researcher

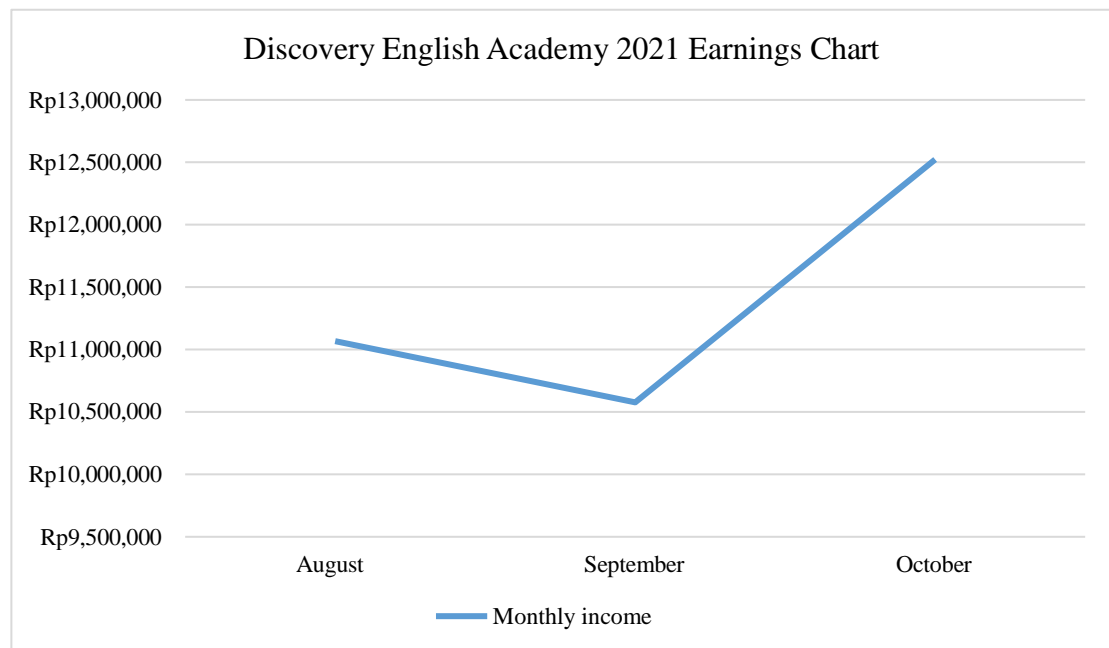


Figure 3. The Revenue Graph of Discovery English Academy on 2021

Source: Processed Data by Researcher

The graph above shows that although the number of purchases for each product has decreased over the past three months, the number of students at Discovery English Academy has increased each month, and the income of Discovery English has fluctuated. By the end of the period, Discovery English Academy's total revenue significantly increased from the previous month, reaching around IDR 12,500,000. With the implementation of a new marketing strategy and a sizable gift, it is expected that this will help maintain significant growth in Discovery English Academy's revenue.

CONCLUSION

The business practice of Discovery English Academy from August to October 2021, as a final project focused on strategic management, has been implemented well. However, the use of Instagram for increasing brand awareness has not been optimal, as it failed to reach a wide audience and the audience tends to ignore advertisements or calls to action within the content, leading to a very low conversion rate. Additionally, when Discovery English Academy first emerged, the audience did not fully understand the features offered, and they perceived the price as not matching the benefits.

To address these issues, Discovery English Academy employs an Integrated Marketing Communication (IMC) strategy to improve promotional effectiveness. The IMC strategy uses various social media channels to guide the audience towards the same goal, such as the Call to Action (CTA) to learn about what Discovery English Academy offers. This strategy aims to increase brand

awareness, which is expected to lead to higher sales of the learning video products offered by the academy. To address concerns about pricing, Discovery English Academy offers a 60% discount using the promo code "START" for those who want to try the features and content on the platform. This approach allows Discovery English Academy to focus on activities that can boost traffic and drive sales growth within a specific period.

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